

PARTNERSHIPS

JOINT VENTURES

<p>Casual Agreement</p> <ul style="list-style-type: none"> • Even casual agreements can be in writing • Library director or staff person can make the partnership commitment 	<p>Written Agreement</p> <ul style="list-style-type: none"> • Agreement is legally binding • Agreement requires an agreed-upon budget & layers of review & approval beyond the library director
<p>Short-term</p> <ul style="list-style-type: none"> • Partnership is usually activity-, event- or project-based • Partnership usually has a single objective • Relationship has a finite time line with no promise of continuation 	<p>Long-term</p> <ul style="list-style-type: none"> • Joint Venture agreement provides for review, evaluation & change • Joint Venture usually has major goal & many objectives
<p>Sometimes share resources</p> <ul style="list-style-type: none"> • Library sometimes gives more than it gets • Partners usually provide in-kind resources 	<p>Shared resources necessary</p> <ul style="list-style-type: none"> • Agreement clearly defines who gives what • Sharing is usually fair, equitable and agreed upon in advance
<p>Sometimes share outcomes</p> <ul style="list-style-type: none"> • Library is often more focused on outcomes than the partner 	<p>Shared outcomes necessary</p> <ul style="list-style-type: none"> • Outcomes & results are equally valued by each partner
<p>Sometimes share goals</p> <ul style="list-style-type: none"> • Partners may share beliefs or an objective 	<p>Shared goals necessary</p> <ul style="list-style-type: none"> • Partners have a common vision, mission and share well-defined goals & objectives
<p>Library bears risks and burdens</p> <ul style="list-style-type: none"> • Partnership has limited risks & exposure 	<p>Shared risks and burdens</p> <ul style="list-style-type: none"> • Agreement clearly defines liability for both partners
<p>Mutual benefits not necessary</p> <ul style="list-style-type: none"> • Partnership success is usually library-focused 	<p>Mutually beneficial</p> <ul style="list-style-type: none"> • Joint Venture success is based on shared decision-making, planning & outcomes
<p>Accomplish library objectives</p> <ul style="list-style-type: none"> • Because partnership is library-driven • Partnership is neither symbiotic nor sustainable 	<p>Accomplish something neither partner can do alone</p> <ul style="list-style-type: none"> • Because of costs, magnitude of the problem, lack of knowledge, amorphous nature of the issue, or the need to involve a large number of people • Joint Venture creates new entity based on a symbiotic, sustainable relationship
<p>Library leads partnering effort</p> <ul style="list-style-type: none"> • No “give & take” required 	<p>Library may have to lead, follow or “get out of the way”</p> <ul style="list-style-type: none"> • Partners are equal; no one partner is in control • “Give & take” is necessary for the venture to evolve; library may have to defer in areas beyond their expertise

Source: Shelly Keller; Patty Wong and Claudia Kane; Joint Ventures Workshops

PARTNERSHIPS (cont.)

JOINT VENTURES (cont.)

Not exclusive relationship <ul style="list-style-type: none">• Commitment is not necessarily on-going• Library can probably get what it needs from several potential partners	Exclusive relationship <ul style="list-style-type: none">• Requires total commitment of each partner• Agreement may contain a “no compete” clause
Library driven <ul style="list-style-type: none">• Library can focus exclusively on its own needs	Partner driven <ul style="list-style-type: none">• Requires equal participation by each partner on all levels
Partners no necessarily equal <ul style="list-style-type: none">• Partners aren’t necessarily “equals” & this has no consequences	Partners are equal (valued) <ul style="list-style-type: none">• Each partner’s role is clearly defined• Partners view each other as equals
Partners may or may not have input <ul style="list-style-type: none">• Library determines how much input partner can have	Partners have equal input <ul style="list-style-type: none">• Partners work together to develop agreed upon roles• Partners share responsibility for intellectual contribution
Some trust, accountability, responsibility, commitment <ul style="list-style-type: none">• Potential partners view library as trustworthy; no need for library to “earn” partner’s trust• Requires responsibility & commitment but not accountability	High level of trust, accountability, responsibility, commitment <ul style="list-style-type: none">• Partners work to develop, nurture & maintain trust• Both partners highly value accountability, responsibility & commitment
Don’t need to have an established relationship <ul style="list-style-type: none">• Library can partner with strangers because of its perceived value in the community	Need to have an established relationship <ul style="list-style-type: none">• Relationship has been cultivated over time• Joint Venture is based on common values & shared experience• Partners know each other, like each other & are motivated & committed to work together

Source: Shelly Keller; Patty Wong and Claudia Kane; Joint Ventures Workshops